

Detailed Workbook
for
**Qualifications-Based
Selection**
containing

- **Step-by-Step Procedures and Guidance**
- **Examples**
- **History**

Qualifications-Based Selection

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1.0 INTRODUCTION AND BACKGROUND

What is QBS?

Qualifications-Based Selection (QBS) is an objective, flexible procedure for obtaining architectural, engineering, surveying, and other related professional design services on public projects. It assists an owner in the selection process if the owner does not already have a professional design consultant. The QBS process is helpful to frequent users of design services as well as one-time users with little or no past practical experience in working with design professionals. QBS provides owners with a selection process that is straightforward and easy to implement, is objective and fair, can be well documented, and is open to audit. QBS has received national and state attention in the public sector through legislation for many years. In October, 1972, the federal government enacted Public Law 92-582 covering the selection of architects and engineers based on qualifications. This bill has since been known as the Brooks Selection Bill, as it was introduced by U.S. Representative Jack Brooks of Texas. The QBS Coalition was formed in 1984. In 1987, it undertook the charge by the Michigan Legislature in House Concurrent Resolution #206 to provide a documented understanding of the process. The QBS Coalition for Michigan is supported by the following associations:

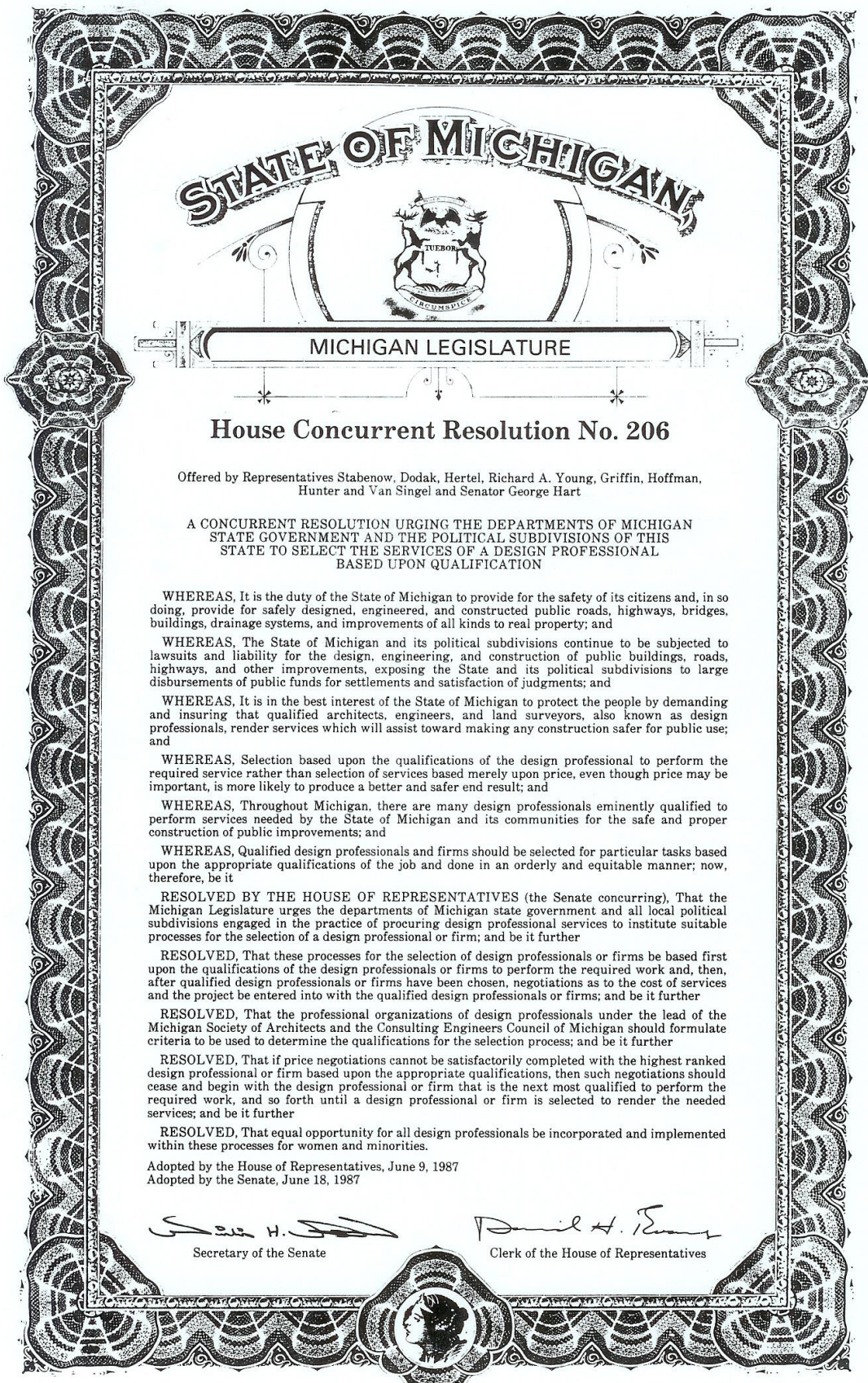
- ACEC/Michigan
- AIA/Michigan
- ASLA/Michigan
- Michigan Society of Professional Engineers
- Michigan Society of Professional Surveyors
- Michigan Chapter of Associated General Contractors
- Associated General Contractors-Greater Detroit Chapter

The term “design professional” is used in this document to represent any of the design professionals, or combination thereof, including architecture, engineering, surveying, and support services.

“Owner” is used in this document to represent the public user of design professional services.

The Michigan QBS document has been prepared for use by public purchasers of professional design services, and derives from experience gained by the Architectural and Engineering Societies in Wisconsin and other states with similar programs. In addition, the report and workbook by the American Institute of Architects, “Qualifications Based Selection: A Process for the Selection of Architects by Public Owners”, was used. The QBS Coalition of Michigan has modified these documents to make them applicable in Michigan.

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Offered by Representatives Stabenow, Dodak, Hertel, Richard A. Young, Griffin, Hoffman, Hunter and Van Singel and Senator George Hart

A CONCURRENT RESOLUTION URGING THE DEPARTMENTS OF MICHIGAN STATE GOVERNMENT AND THE POLITICAL SUBDIVISIONS OF THIS STATE TO SELECT THE SERVICES OF A DESIGN PROFESSIONAL BASED UPON QUALIFICATION

WHEREAS, It is the duty of the State of Michigan to provide for the safety of its citizens and, in so doing, provide for safely designed, engineered, and constructed public roads, highways, bridges, buildings, drainage systems, and improvements of all kinds to real property; and

WHEREAS, The State of Michigan and its political subdivisions continue to be subjected to lawsuits and liability for the design, engineering, and construction of public buildings, roads, highways, and other improvements, exposing the State and its political subdivisions to large disbursements of public funds for settlements and satisfaction of judgments; and

WHEREAS, It is in the best interest of the State of Michigan to protect the people by demanding and insuring that qualified architects, engineers, and land surveyors, also known as design professionals, render services which will assist toward making any construction safer for public use; and

WHEREAS, Selection based upon the qualifications of the design professional to perform the required service rather than selection of services based merely upon price, even though price may be important, is more likely to produce a better and safer end result; and

WHEREAS, Throughout Michigan, there are many design professionals eminently qualified to perform services needed by the State of Michigan and its communities for the safe and proper construction of public improvements; and

WHEREAS, Qualified design professionals and firms should be selected for particular tasks based upon the appropriate qualifications of the job and done in an orderly and equitable manner; now, therefore, be it

RESOLVED BY THE HOUSE OF REPRESENTATIVES (the Senate concurring), That the Michigan Legislature urges the departments of Michigan state government and all local political subdivisions engaged in the practice of procuring design professional services to institute suitable processes for the selection of a design professional or firm; and be it further

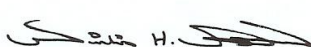
RESOLVED, That these processes for the selection of design professionals or firms be based first upon the qualifications of the design professionals or firms to perform the required work and, then, after qualified design professionals or firms have been chosen, negotiations as to the cost of services and the project be entered into with the qualified design professionals or firms; and be it further

RESOLVED, That the professional organizations of design professionals under the lead of the Michigan Society of Architects and the Consulting Engineers Council of Michigan should formulate criteria to be used to determine the qualifications for the selection process; and be it further

RESOLVED, That if price negotiations cannot be satisfactorily completed with the highest ranked design professional or firm based upon the appropriate qualifications, then such negotiations should cease and begin with the design professional or firm that is the next most qualified to perform the required work, and so forth until a design professional or firm is selected to render the needed services; and be it further

RESOLVED, That equal opportunity for all design professionals be incorporated and implemented within these processes for women and minorities.

Adopted by the House of Representatives, June 9, 1987
Adopted by the Senate, June 18, 1987


Secretary of the Senate


Clerk of the House of Representatives

QBS

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3.0 HOW DOES QUALIFICATIONS-BASED SELECTION (QBS) WORK?

QBS is a fair and rational procedure that facilitates the selection of a design professional on the basis of qualifications and competence in relation to the scope and needs of a particular project. In most instances, the QBS process should include all or some of the following steps:

1. The owner identifies the general scope of work.
2. The selection schedule is established.
3. A list of design professional firms is compiled.
4. Qualification documents are requested.
5. Qualification documents are evaluated.
6. A shortlist of firms to be interviewed is composed.
7. A briefing is held.
8. Interviews are conducted.
9. Firms are ranked for selection.
10. Detailed scope of work negotiated with the top ranked firm.
11. A contract is negotiated with the top ranked firm. If an agreement cannot be reached, those negotiations are ended and negotiations are begun with the second-ranked firm, and so on down the line, until agreement is reached and a firm is selected.
12. All firms involved receive post-selection communications and the process is evaluated.

This step-by-step procedure and its variations are detailed in the following sections.

3.1 DEVELOPING THE GENERAL SCOPE OF WORK

To begin the selection process, the owner must briefly identify the general scope and the particular needs of the project. Just as the owner needs information about the qualifications and competence of the design professional firms, the firms need to know the project requirements and goals. When the scope of work is properly described and communicated, it saves time, money, and effort for both the owner and the design professional. A well-defined scope of work allows the design firms to tailor their statements of qualifications directly to the project requirements, and provides the owner with a uniform basis for evaluating the responses.

The following are the basic elements that normally will be included in a statement of the scope of work for a project:

- Owner's name
- Description of function and short history of the owner organization or agency, including the goals or events that prompted the project.
- Project name or identification.
- Project location.
- Contact person. (This person should be identified clearly as the only person to contact for information on the project.)
- Identification and explanation of involvement of selection panel or client groups, e.g. boards, foundations, committees, citizens groups.

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- Descriptions of other construction in process or planned for the same site but not part of the scope of work.
- Descriptions of completed studies, surveys, and/or preliminary feasibility work that are relevant to the project and available to the firms that will be short listed and interviewed.
- Requirements for further feasibility planning prior to design and construction.
- Project outline, including (to the extent known) the intended size, function, and occupancy; and other general anticipated requirements, e.g. renovation, demolition, additions, new construction; and energy, land use, and site selection considerations.
- Anticipated schedule including completion of design work, beginning of construction, and planned project completion date.
- Description of design professional selection process, including involvement of groups mentioned above.
- Additional or unique requirements or considerations such as referenda, anticipated funding strategy, and budgeting.

Additional items may be added to this list as appropriate to provide guidance to the competing firms and to meet the needs of the owner. All services to be provided by the design professional including feasibility studies, design, construction coordination, budget development, and funding strategy should be specifically identified.

Forms for guidance in preparing a Preliminary Scope of the Work, and examples, are included in the Appendix.

3.2 ESTABLISHING A SELECTION TIME FRAME

To keep the process of selecting a design professional proceeding smoothly, owners should establish a time frame for completion of the selection process. Establishing the time frame prevents misunderstanding and last-minute “surprises” that might delay or sidetrack the process.

The time frame for each project will differ, depending upon the nature of the project, the concerns of the owner, and other factors. In some instances, the tour of existing facilities may be provided to firms before short listing. Sometimes, the complexity of a project calls for second or third interviews, although multiple interviews generally should be discouraged. In any case, the time frame should be modified to ensure that all these variables are taken into account, and that the established schedule is appropriate.

A sample form is included for guidance in developing a time frame.

3.3 COMPILING A LIST OF DESIGN PROFESSIONALS

How does the owner identify professional design firms from which to request statements of qualifications? Some of the factors that should be considered are:

- The type of firm needed, e.g. architectural, engineering, surveying, or related design professionals.
- The reasonable number of firms that the owner can evaluate.
- The geographic locations and distribution of the firms.

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Advertisements for Public Projects

Placing public notices of projects in newspapers and trade or professional publications is often required by state and local laws or regulations. Such announcements will reach many in the design community, and will result in a large number of responses. If this approach is used, the advertisement should specify information to be submitted, and the owner must be prepared to spend time evaluating the expressions of interest to narrow responses down to a workable number of firms.

Directories

Most professional organizations publish directories or make mailing lists of member firms available. These often can help owners identify firms with interest and/or experience in specific types of projects. The AIA/Michigan, ACEC/Michigan, ASLA/Michigan, the Michigan Society of Professional Engineers, the Michigan Society of Professional Surveyors, and many other organizations maintain directories to help owners locate firms. Directories usually can be found in the reference section of the local library. Local telephone yellow pages and other kinds of community business directories also can be used to identify professional design firms.

Referrals

To identify firms more selectively, an owner may wish to contact other owners who have recently used design professional services on similar projects.

How many firms should be included on the list? There is no exact formula. The owner should determine the number appropriate for the specific project and circumstances.

3.4 REQUESTING QUALIFICATION DOCUMENTS

A Request for Qualifications (RFQ) can be used to obtain the names and credentials of interested professional firms. Public owners also may be required to advertise for interested professional design firms. When the list of firms to be considered is compiled, the owner should prepare the following materials to send to the firms:

1. A memo to all firms that are invited to submit statements of qualifications. The memo should list all firms in alphabetical order. (If the list is limited, it is customary for the owner to let firms know the names of other competing firms.)
2. A list of information that should be included with the firms' statements of qualifications.
3. A schedule of planned activities.
4. A scope-of-work statement.
5. The requirements for equal-opportunity employment, minority business, small business, and women owned business participation.

It is essential that all firms receive the same materials so that all the firms' responses will be based on the same project specifications and constraints and, therefore, can be compared fairly.

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The exchange of information between the owner and the professional design firms is an important initial phase in the selection process. The owner's representative, listed on the memo requesting letters of qualifications, should be prepared to handle telephone calls and also should be authorized to respond to questions. If a question from one firm reveals important information is missing from the materials sent to the firms, all of the firms should be supplied with that information in writing.

Sample forms for this step in the QBS process are included. (The federal government standard forms 254/255 often are requested by public owners as firms' statements of qualifications. The forms are easy to use and are familiar to most firms.)

3.5 EVALUATING QUALIFICATION SUBMITTALS

The selection committee assigned to develop a short list of firms should evaluate qualifications submitted by the firms. (It is up to the owner to ensure that the screening committee is composed of competent individuals who will be able to make an intelligent selection decision.) It is recommended that the owner establish a policy that qualification submittals received after the deadline will not be considered.

The number of firms to be included on the shortlist and then interviewed may vary depending on the size and scope of the project. Generally, three to five firms are sufficient.

A sample evaluation form is provided to assist with reviewing and short-listing firms based on their qualifications submittals. This form should be tailored to meet specific project needs.

A form also is included for checking references of firms the owner is particularly interested in. References should be checked between the time qualifications submittals are received and the time the selection committee meets to develop a shortlist.

All evaluations should provide equal-opportunity considerations.

3.6 ESTABLISHING A SHORTLIST OF FIRMS TO BE INTERVIEWED

Based on evaluation of qualification submittals and reference checks discussed in the preceding section, the owner can establish a shortlist of three to five firms to be interviewed. Because all firms that submitted qualifications committed time and expense to pursue the project, the owner should contact the firms not selected for the shortlist as well as those to be interviewed. The memo sent to firm that did not make the shortlist can express thanks and identify the firms that will be invited to interview.

A sample memo is included.

3.7 BRIEFING HELD WITH SHORTLISTED FIRMS

Firms selected for interviews should immediately be sent information regarding interview requirements. What should be included in the memo to these firms? The following elements should be considered:

1. A briefing date for the shortlisted firms should be established. This may include a tour of the site/facilities if considered appropriate. The tour provides the firms with an important

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first-hand look at the concerns that gave rise to the project. The briefing also provides a further opportunity for exchange of information about the project. If the project site is vacant, the owner may simply provide maps and directions to the site. If facilities exist, however, the firms probably will want to tour them with the owner.

Briefing tours can be handled individually (the owner's representative meets individually with representatives of competing firms) or in a group (all interested firms meet at a specific time and place for a group review of the site and/or facility).

2. A list of interview criteria and questions, and an explanation of the scoring and selection process, should be sent to the firms on the shortlist. Predetermining selection scoring criteria and specific areas of owner concern, and providing that information to the shortlisted firms, will provide the interviewing committee with the best possible basis for making an "apples to apples" comparison.
3. If the owner has feasibility studies, a project program, or other background information on the project, these materials should be submitted to the firms, or made available to them for purposes of review.
4. Other specifics about the interviews themselves, including the date, place, time, and the names and titles of the members of the group that will be conducting the interviews, also should be included.

A sample memo to shortlisted firms is included. The memo, and scoring and evaluation sheets, should be tailored to meet the owner's criteria, specific priorities, and concerns.

3.8 INTERVIEWING THE SHORTLISTED FIRMS

Purpose

Interviews with the shortlisted firms let the owner compare the firms' different approaches to the design process, as well as their interpretations and understanding of the specific project requirements. The owner should not expect sketches or other design work for the project at this time. The design requirements for even simple projects can be quite complex; and at this state, the design professional will not be sufficiently aware of the owner's needs and requirements to be able to produce a meaningful design solution.

The interviews allow for evaluation for the personal styles of each firm's management and key personnel, and their compatibility with the pre-identified criteria for the project. It is imperative that design personnel assigned to the project, as well as key representatives from the firm's consultants, be present at the interview. It is also essential for the project users to be involved in the interviews. Direct interaction between the owner/user and the design professional is essential for the development of a design that truly meets the owner's needs.

Set-up

The physical set-up for the interview should be comfortable, with good acoustics and ample room. A separate waiting area should be provided for other firms to be interviewed. Equipment such as blackboards, flip charts, and audio-visual screens probably will be useful if available, although most firms will bring the equipment they need. Since equipment set-up time may cause some delays, two rooms should be used, if possible. While one firm is being interviewed in the first room, another firm can set up in the second room. This ensures that important interview time is not spent checking equipment.

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Owners may elect to interview the shortlisted firms in the design professional's office. This can provide greater insight regarding the firm's work setting as well as methods, equipment and informational resources, and key team members proposed for the project. Interviews may be held in closed sessions unless applicable statutes or regulations require an open public meeting. In such cases, the firms should be notified of this in advance.

Some Interviewing Guidelines

The following are suggested guidelines for setting up and conducting the interviews.

- Interview only the firms communicated with during the selection process, to ensure that all interviewed firms have had equal opportunity to prepare presentations.
- Schedule at least 45 minutes for each presentation, and 15 minutes between interviews. It's important to allow ample time for the presentation and question-and-answer period, and also for the committee to discuss the presentation privately before beginning the next interview.
- Schedule all interviews on the same day or on consecutive days. This permits the committee to compare all of the interviewed firms while information is freshly in mind, and ensures consistent interview scoring.
- The evaluation criteria for the interview scoring system should be communicated to all firms in advance.
- While it is appropriate to question firms about their approach to the design of a project, owners should not ask for an actual design solution during the interview. Appropriate and responsive designs require considerably more interaction between owner and design professional than is possible during the selection phase. Preconceived design solutions brought to the table by either the design professional or owner rarely address the true needs of the owner's program. Considerable time and effort, however, may be expended trying to salvage preconceived ideas and make them fit the program. This actually impedes progress and prevents the exploration of more responsive solutions to identified design issues.
- Owners may want to ask how the firms plan to develop an appropriate level of compensation for their professional services. However, compensation amounts are best resolved through detailed discussions with the firm finally selected, and only after there is a comprehensive and mutual understanding of the actual scope of services.
- Let all firms know when the selection decision will be made. It is recommended that, if possible, the decision be made on the same date as the interviews after the committee has had ample time to evaluate all firms.
- Use of Technical Proposals. Technical proposals should be required only when the project is well defined, and if the significance of the project justifies the expense and time to the shortlisted firms and the owner.

The process will add several weeks, and commensurate cost, the preparation time for the shortlisted firms. The owner also will require technically-experienced staff, as well as several additional weeks to review the technical proposals.

The technical proposal may be requested from shortlisted firms. This technical proposal can be used as a forerunner to the interviews, or as a substitute for the interview. The technical proposal should be requested of each of the shortlisted firms. The request should include the

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areas to be addressed in the technical proposal. A sample request letter for the interview process is included in the Appendix.

The technical proposal technique, without interviews, should be used when the owner is familiar with the firms and with the staff of the shortlisted firms. When the owner is not familiar with the firms and wishes to request technical proposals, the proposals should be in conjunction with and prior to interviews.

3.9 RANKING THE FIRMS IN CONTENTION FOR SELECTION

An evaluation form that includes a weight and a score for each criteria/question is useful for evaluating, ranking and finally, selecting the most qualified firm. Each firm should be evaluated separately by each interviewer during the presentation and interview. When all the interviews have been concluded, the head of the selection committee should compile the individual score sheets. This system provides a documented record of the selection process as support for the committee's actions. It is recommended that committee members take the time to achieve a consensus rather than just ranking and selecting by majority vote.

A sample evaluation/ranking system is included.

If technical proposals are included in the process, the results of the review should be incorporated in the evaluation process. If technical proposals are requested in place of interviews, the head of the selection committee should compile the individual score sheets when the review of the technical proposals is complete.

3.10 NEGOTIATING A DETAILED SCOPE OF WORK WITH THE SELECTED FIRM

As soon as possible after selection, the owner should begin negotiations to develop a detailed scope of work with the firm deemed most qualified. Normally, it is not difficult to reach an agreement, since the QBS process facilitates an early understanding of the project scope and requirements. If agreement on the scope of services cannot be reached, negotiations with the first-ranked firm should be terminated and the owner should open negotiations with the second-ranked firm.

This detailed and comprehensive scope-of-services should be developed jointly by the owner and the top ranked firm. This is often accomplished through one or more meetings of the design professional and the owner, after which the design professional submits a project and work plan. The work plan should list consultants and the roles and responsibilities of all members of the design team, as well as the responsibilities of the owner.

3.11 NEGOTIATING A CONTRACT WITH THE SELECTED FIRM

- Once there is agreement on the work plan, the design firm should submit its proposal for compensation, to initiate fee negotiations.
- A written contract should be used. The parties may wish to use the standard form of agreement of the American Institute of Architects, or the Engineers' Joint Contract Documents standard form. These contracts are widely used, time-tested, and designed to coordinate the needs of the owners, contractors, and design professionals.
- The agreement between the owner and design professional should ensure that both parties have the same expectations and understanding of the project requirements.

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When project responsibilities of both the owner and design professional are understood and compensation is determined, an agreement to enter into a contract has been reached. The owner, through the normal written procedure or process, authorizes commencement of design services and thus completes the selection process. Again, if agreement on the compensation cannot be reached, negotiations with the first-ranked firm should be terminated and the owner should open negotiations with the second-ranked firm.

3.12 POST-SELECTION COMMUNICATIONS

After interviews and/or technical proposal reviews and ranking are completed, a post-selection memo should be prepared and mailed to all firms that participated in the process. The memo should list all firms in alphabetical order, and state by name in what order the committee ranked the firms. (It is customary for owners to provide this information as a courtesy to the firms.) A sample post-selection memo is included in the Appendix.

After a contract is awarded, a debriefing for each shortlisted firm should be provided upon request. The debriefing will include information on ranking and scoring of that firm's proposal.

The process should also be evaluated by the governmental unit, for use in future programs.

3.13 ADDITIONAL DISCUSSION

Nothing in this workbook is intended or should be read to prohibit any member of the QBS Coalition Associations from submitting price quotations at any time during the design professional selection process or to suggest that to do so is unethical, unprofessional, or contrary to policy. Nor should this workbook be read as in any way prohibiting any building or project owner from requesting such submissions.

The QBS Coalition does, however, advocate that public owners voluntarily adopt the qualifications-based approach to design professional selection described in this workbook. This workbook is not written for private, nongovernmental owners.

3.14 LISTS OF DESIGN PROFESSIONAL FIRMS ARE AVAILABLE FROM THE FOLLOWING ASSOCIATIONS:

ACEC/Michigan
*(American Council of Engineering
Companies of Michigan)*
PO Box 19189
Lansing, MI 48901-9189
(517) 332-2066

ESD
The Engineering Society of Detroit
2000 Town Center, Ste. 2610
Southfield, MI 48075
(248) 355-2910

AIA/Michigan
(American Institute of Architects of Michigan)
553 E. Jefferson
Detroit, MI 48226
(313) 965-4100

MSPE
*(Michigan Society of Professional
Engineers)*
PO Box 15276
Lansing, MI 48901-5276
(517) 487-9388

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ASLA/Michigan
(American Society of Landscape Architects)
1026 N. Washington Ave.
Lansing, MI 48906
(517) 485-4115

MSPS
(Michigan Society of Professional Surveyors)
220 S. Museum Drive
Lansing, MI 48933-1905
(517) 484-2413

INFORMATION AND EXAMPLE MATERIALS

The forms and materials included are designed to provide basic formats that can be adjusted to meet specific project needs. The Michigan Qualifications-Based Selection Coalition will help the owner develop a set of materials to get the selection process started.

Memos and materials to be mailed to the firms involved

1. Request for letters of qualifications and enclosures:
 - Requirements for letters of qualifications.
 - Schedule of activities for the selection time frame.
 - A preliminary scope of the work.
2. Memo to firms that submitted letter of qualifications but were not selected for an interview.
3. Memo to shortlisted firms for information on interview and site visitations, with enclosures:
 - Interview questions and score sheets for ranking firms.
 - Group interview evaluation forms.
4. Memo to shortlisted firms when technical proposal is requested, with enclosures:
 - Review questions and score sheets for ranking firms.
5. Memo to all firms that were interviewed.

Forms and information for use by the owner during the screening and interview process

6. Alternative interview score sheet for ranking shortlisted firms.
7. Ranking form for evaluation of the letters of qualification received.
8. Form for checking the references of firms under consideration.

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REQUEST FOR LETTERS OF QUALIFICATION SAMPLE MEMO

To: _____
(List name of firm)

FROM: _____
(Owner)

_____ *(Individual)* _____ *(Title)*

RE: Request for Statements of Qualification

Your firm is invited to submit your Statements of Qualification to become eligible for a possible interview for professional design* services related to design and construction requirements for the

_____ *(Owner),*

This project's _____
(description)

Preliminary requirements are based on studies performed by the _____
(Name of committee or group)

Attached to this memo are:

- 1) A list of materials and information that should be included with your Statements of Qualification.
- 2) A general definition of the preliminary scope of the work.
- 3) A schedule of dates and requirements for the selection process.

For firms that are selected for an interview, a tour of the facility and site will be arranged. (This sentence is optional)

Your letters and Statements of Qualification with _____ copies should be forwarded to the following address, and should be received no later than 5 p.m. on

_____ *(day and time)*

TO: _____ *(Name)* _____ *(Title)*

_____ *(Address)*

**Note: May use "architectural", "engineering" or "land surveyors" in place of "design professional", where appropriate.)*

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REQUIREMENTS FOR LETTERS OF QUALIFICATION

(Owner)

(Project)

Your Letters of Qualification should include the following information:

- 1) Name, address, and brief history of firm.
- 2) Resumes of key personnel to be assigned to this project.
- 3) Related experience during the last two years. (*On complex and unique projects, may be extended beyond 2 years.*)

For Example:

- a) Include projects where professional design services related to design work were performed.
- b) Include examples of other projects that are similar in scope to this one.
- c) Include examples of project budgeting, cost estimating and results.

Include the name of the project, a contact person, and dollar amount for each example.

- 4) You are invited to include a maximum of one page (*may allow more*) of information not included above if you feel it may be useful and applicable to this project.

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SCHEDULE OF ACTIVITIES

The following schedule has been established by: _____
(Owner)

for: _____
(Project)

- _____
(Date) 1) Identification of needs finalized by the owner. A scope of work in general terms developed.
- _____
(Date) 2) Identification by owner of interested and potential professional design firms to receive memo requesting Letters and Statements of Qualification.
- _____
(Date) 3) Memo requesting Letters and Statements of Qualification mailed to interested and invited firms.
- _____
(Date) 4) Letters and Statements of Qualification due. (*Allow minimum of 10 days for firms to submit materials*) Note: Before the next action date, references should be reviewed.
- _____
(Date) 5) Develop shortlist of 3-5 firms selected for interviews. Selection should be based on qualifications, references, and compatibility with owner's project.
- _____
(Date) 6) Memo mailed to shortlisted firms advising date for interviews and pre-interview tour or tours of site and/or facilities, along with criteria to be reviewed during the interview.
- _____
(Date) 7) Memo mailed to all firms, excluding shortlisted firms, informing them of firms to be interviewed and expressing appreciation for their interest.
- _____
(Date) 8) Tour or tours of facilities at (*time*) and (*location*). (*Should be scheduled at least 20 days before interviews, to allow for preparation.*)
- _____
(Date) 9) Scheduled interviews for shortlisted firms, at times and locations previously communicated. The best firm for the project to be selected, based on qualifications.
- _____
(Date) 10) Contract with selected firm negotiated and implemented.
- _____
(Date) 11) Memo mailed to all firms interviewed, indicating results of interviews and expressing appreciation for their involvement.
- _____
(Date) 12) Post-selection requirements. (Public hearings, etc.)

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PRELIMINARY SCOPE OF THE WORK

(The development of a scope of work for each project should include the following information in general terms, and should be limited to one page.)

(Owner)

(Project Name)

_____ *(Contact Person)*

Identification and involvement of groups (Example: Boards, committees, citizen's groups, etc.):

Description of studies, surveys, and preliminary feasibility work relevant to project, and useful and available to firms that will be shortlisted.

Requirements for further feasibility planning before development of plans or design work.

Project outline and general anticipated requirements. (Example: demolition, renovation, new construction, land use, environmental, waste management, etc.)

Anticipated time frame:

Projected start: _____

Planned finish: _____

Approval process/involvement of groups.

Other requirements:

Referendums, public hearings, etc.

Qualifications-Based Selection

MEMO – FOR FIRMS THAT SUBMITTED LETTERS/STATEMENTS OF QUALIFICATION – NOT SELECTED FOR INTERVIEW

TO: *(List firms in alphabetical order.) (All firms not asked to interview or tour facilities.)*

FROM: _____
(Owner)

(Individual) (Title)

(Address)

RE: Status of Selection Process

(Project)

The _____
(Name of committee or group)

expresses its appreciation to you and your firm for submitting your Letters of Qualification.

After careful consideration of all firms that submitted qualifications, the _____
(committee board or staff unit)

decided to interview the following firms:
(List firms in alphabetical order)

- 1)
- 2)
- 3)
- 4)
- 5)

Although your firm was not selected for an interview, we appreciate your interest in our project, and the resources spent on the preparation of your proposal.

Qualifications-Based Selection

MEMO TO SHORTLISTED FIRMS TO BE INTERVIEWED/TOUR OF FACILITIES/AND CRITERIA

TO: *(List professional design firms in alphabetical order)*

FROM: _____

(Owner)

(Individual)

(Title)

(Project)

RE: Interview Schedule and Requirements

The firms listed above have been shortlisted and will be interviewed for the professional design services related to the work necessary to implement this project. (Specify study, design, other)

Attached to this memo are the following:

- 1) An Interview Score Sheet, which will be used by the _____ during the interview session. *(Interviewing group or individual)*
- 2) Evaluation form, which the person in charge will use to compile evaluation scores.
- 3) Copies of _____
(Name of studies or report)
compiled by _____, for your information and review.
(Name of group)

Each firm will be allowed 45 minutes to present qualifications and to answer questions. The interviewers will schedule 15 minutes between interviews for informal discussion of information presented during the preceding interview. At the completion of the interviews, the interviewers will rank the firms interviewed in accordance with their determination of which firm is most competent and compatible to do the work. The firm deemed to be most qualified will then enter into negotiations for a contract to provide the necessary design services. If contract terms cannot be reached, the firm ranked second will be invited in for contract negotiations.

Interviews will be held on _____.
(Date)

The location is _____
(Name of building)

(Address)

The order and time of interviews is:

Firm A _____ Time
Firm D _____ Time

Firm B _____ Time
Firm E _____ Time

Firm C _____ Time

A briefing and tour of the site and/or facility will be arranged for _____. Please have your firm's representative make arrangements to be present.

Qualifications-Based Selection

EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORESHEETS

Owner _____ Project _____

(Firms invited to interview for the captioned project should be prepared to address the following issues during the course of their interview. Questions can be expanded on as appropriate.)

CATEGORIES	RATING	WEIGHT	TOTAL
1) Related project experience	_____	x _____	= _____
2) Firm's ability and capacity to perform the work <ul style="list-style-type: none"> • Key personnel assigned to this project 	_____	x _____	= _____
3) Grasp of the project requirements <ul style="list-style-type: none"> • Studies • Design • Other 	_____	x _____	= _____
4) Method to be used to fulfill the required services, including design phase	_____	x _____	= _____
5) Management approach for technical requirements. Examples: <ul style="list-style-type: none"> • Cost Controls • Design and construction phase involvement 	_____	x _____	= _____
6) Use of consultants that may work on the project <ul style="list-style-type: none"> • Discuss in-house resources • Outside sources 	_____	x _____	= _____
7) Time schedule planned for this project <ul style="list-style-type: none"> • Availability 	_____	x _____	= _____
8) Firm's experience and methods used for: <ul style="list-style-type: none"> • Budgeting and financial controls • Determining fee and compensation 	_____	x _____	= _____
GRAND TOTAL			= _____

Instruction for the Interviewers

During the interview, rate each firm on a scale of 1-5, with 5 being highest, in each of the eight categories. Enter the number under "Rating". At the completion of the interview, multiplying the rating by the pre-determined weight for each category, and enter the total. Add all totals to establish the grand total. The person in charge will combine all of the totals for those participating in the interview session. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighted at 10, and the firm received the maximum 5 rating on each category.

Qualifications-Based Selection

GROUP INTERVIEW PROPOSAL EVALUATION FORM

(For use by the person in charge of the interviews to compile all scores of professional design firms participating in the interview process.)

Note:

Enter the grand total for each firm, as recorded by each interviewer on the Interview Score Sheet. After all entries are made and totaled, divide the combined group total for each firm by 400 for the maximum possible score.

Combined Group Totals

Interviewer 1					
Interviewer 2					
Interviewer 3					
Interviewer 4					
Interviewer 5					

GRAND TOTALS					

Divide group totals by 400 for a composite score to determine the most qualified firm. *(Based on eight categories)*

Qualifications-Based Selection

MEMO TO SHORTLISTED FIRMS WHEN TECHNICAL PROPOSAL IS REQUESTED

TO: *(List professional design firms in alphabetical order)*

FROM: _____
(Owner)

(Individual) (Title)

(Project)

RE: Technical Proposal Request

The firms listed above have been shortlisted. Technical proposals are requested for professional design services related to the work necessary to implement this project. *(Specify study, design or other)*

Attached are:

1) A Technical Proposal Score Sheet, which will be used by the _____
(review group or individual)

2) Evaluation form, for use of the person in charge, to compile the evaluation scores.

3) Copies of _____
(Name of studies or reports)
compiled by _____, for your information and review.
(Name of group)

Technical proposals are due on _____ at _____, and should be addressed to:
(Date) (Time)

_____. _____ copies are to be submitted.

A briefing and tour of the site and/or facility will be arranged for _____. Please
(Date)
have your firm's representative make arrangements to be present.

Qualifications-Based Selection
THE TECHNICAL PROPOSAL SCORE SHEET

Owner _____	Project _____		
Technical proposals should address the following issues.			
CATEGORIES	RATING	WEIGHT	TOTAL
1) Related project experience	_____	x _____	= _____
2) Firm's ability and capacity to perform the work			
• Key personnel assigned to this project			
• Responsible officer	_____	x _____	= _____
3) Issues of special concern	_____	x _____	= _____
4) Technical approach to work	_____	x _____	= _____
5) Management approach for technical requirements.			
Example:			
• Cost controls			
• Design and construction phase involvement	_____	x _____	= _____
6) Use of consultants that may work on the project.			
• In-house resources			
• Outside resources	_____	x _____	= _____
7) Time schedule planned for this project			
• Availability	_____	x _____	= _____
8) Firms experience and methods used for:			
• Budgeting and financial records			
• Determining fee and compensation	_____	x _____	= _____
GRAND TOTAL			= _____
Instructions for the Reviewers			
<p>During the interview, rate each firm on a scale of 1-5, with 5 being the highest, in each of the eight categories. Enter the number under "Rating". At the completion of the review, multiply the rating by the predetermined weight for each category, and enter the total. Add all totals to establish the grand total. The person in charge will combine all of the totals for those participating. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighed at 10 and the firm received the maximum 5 rating on each category.</p>			

Qualifications-Based Selection

GROUP TECHNICAL PROPOSAL EVALUATION FORM

(For use by the person in charge of the interviews, to compile all scores of professional design firms participating in the interview process.)

Note:

Enter the grand total for each firm, as recorded by each interviewer on the interview score sheet. After all entries are made and totaled, divide the combined group total for each firm by 400 for the maximum possible score.

Combined Group Totals

	Firm A	Firm B	Firm C	Firm D	Firm E
Interviewer 1...					
Interviewer 2...					
Interviewer 3...					
Interviewer 4...					
Interviewer 5...					
GRAND TOTALS					

Divide group totals by 400 for a composite score to determine the most qualified firm. (Based on eight categories.)

Qualifications-Based Selection

MEMO FOR ALL PROFESSIONAL DESIGN FIRMS THAT WERE INTERVIEWED

TO: *(Firms interviewed, but not selected. List all firms in alphabetical order.)*

FROM: _____
(Owner)

_____ *(Individual)* _____ *(Title)*

_____ *(Address)*

RE: Status of Selection Process

_____ *(Project Name)*

The _____ *(Owner)* has completed the selection process for professional services for the above named project.

It has been our objective to select the most qualified firm to perform this service. The results of the _____ *(Interviewers)* decision, ranks the firms interviewed in the following order:

Firm #1 _____ *(Name)*

Firm #2 _____ *(Name)*

Firm #3 _____ *(Name)*

Firm #4 _____ *(Name)*

Firm #5 _____ *(Name)*

We have now entered into contract discussions and negotiations with _____ *(Firm #1)*.

The _____ *(Interviewers)* express their appreciation for your time, effort and interest on our behalf.

Qualifications-Based Selection

THE REFERENCE CHECK

Owner _____ Project Description _____

Professional Design Firm _____ on which the reference check is being conducted.

Reference Information:

Owner _____ Project Referenced _____

Address _____ Person Contacted _____

Phone _____

(Based on references provided in firm's Letters of Qualification or through networking with other owners who have worked with the firm.)

	5	4	3	2	1
Sample Questions to be Asked:	Exe.	Good	Avg.	Fair	Poor
1. What was your project?					
2. When was it completed?					
3. Did the firm above do the work?					
4. What did they do for you? Design work, studies, construction, coordination, other (specify) _____					
5. Who was the staff person assigned to work with you on this project? _____ Were you satisfied with his/her work? _____					
6. Was the project started as scheduled?					
7. Was the project completed as planned?					
8. Were the budget, cost control and financial administration within the planned controls and limitations?					
9. Did the firm and (you) the owner work well as a team as it related to the project?					
10. Did the firms personnel work well with the committee/boards and staff on all of the project's specific requirements?					
11. What is your overall evaluation of the firm based on your experience?					

GRAND TOTAL _____

Multiply number of questions by 5 for maximum score as appropriate. Add each firm's score following the reference check, and then transfer to the Letters of Qualification Evaluation Form as a line item on that firm's evaluation sheet.

Qualifications-Based Selection

LETTERS OF QUALIFICATION EVALUATION

[To the following model, you should add or delete questions as appropriate for your specific situation. It is suggested that the weights and values assigned be on the same scale as those used for interviewing shortlisted firms which you will do later.

Highest numbers: most value / Rating columns: 1-5 points / Weight columns; 1-10, depending on importance to the project.

A form at the bottom of this page is provided for the person in charge of the review group to use, to summarize the results of the process, to narrow the number of firms that submitted qualifications down to the number desired for a shortlist (firms to be interviewed).]

Qualifications Evaluation

Owner _____
 Contact Person _____
 Project Description _____
 Professional Design Firm _____
 Address _____
 City _____ State _____ Zip _____
 Phone _____ Contact Person _____

	RATING	x	WEIGHT	=	TOTAL
1) Firm's history and resource capability to perform required services	_____	x	_____	=	_____
2) Evaluation of assigned personnel	_____	x	_____	=	_____
3) Related experience (as appropriate)	_____	x	_____	=	_____
• Design Services					
• Construction Coordination					
• Demolition					
• Studies					
• Other _____	_____	x	_____	=	_____
4) Budget, cost controls experience, and results	_____	x	_____	=	_____
5) Familiarity with local area –geography and facilities	_____	x	_____	=	_____
6) Ability to relate project requirements	_____	x	_____	=	_____
7) Analysis of subjective statements (one page) applicable to the project as required on the RFQ	_____	x	_____	=	_____
8) Reference check (evaluation transfer from reference check form)	_____	x	_____	=	_____
GRAND TOTAL _____					

Name of Reviewer _____

Qualifications Evaluation Summary

(To be used by the Review Group person in charge, to compile the evaluation results of all Letters of Qualification submitted. Note: Enter the Grand Total for each firm's qualifications (from the respective evaluation sheets for comparative purposes) to select three to five most qualified firms to be interviewed.)

Firms	1	2	3	4	5	6	7	8	9	10
Reviewer 1										
Reviewer 2										
Reviewer 3										
Reviewer _____										
Reviewer _____										
Grand Totals										

Divide the totals by the maximum composite score possible. Rating X Maximum weight. Example: 8 questions X 5 rating = 40 X 10 weight = maximum points. List the top-ranked firm as the shortlisted firms to be interviewed.

Qualifications-Based Selection

OPTIONAL FORM

To: _____
(Interviewing Group)

Owner: _____

Interview Score Sheet

Issue	Possible Points	Points Awarded
1. Similar project experience		10
2. Discussion of the firm's capacity to perform the work		10
3. A discussion of the firm's understanding of the project needs.		20
4. Discussion of the methods the firm proposes to use in providing the required services.		10
5. A discussion of consultants that may be working with the firm on the project.		10
6. Discussion of how the firm will handle the planning, design and construction phases of the project. Discuss design approach, construction cost controls, and involvement in the design and implementation phases of the work.		30
7. Discussion of time schedule the firm proposes to complete the necessary preliminary work, as well as a time schedule for the entire project.		10
Notes:		100

Qualifications-Based Selection

EXAMPLE – THE INTERVIEW: QUESTIONS AND SCORESHEETS

Owner Hickory Valley Township Project Landfill Monitoring Wells
(Firms invited to interview for the captioned project should be prepared to address the following issues during the course of their interview. Questions can be expanded on as appropriate.)

CATEGORIES	RATING	X	WEIGHT	= TOTAL
1) Related project experience	3		8	24
2) Firms ability and capacity to perform the work <ul style="list-style-type: none"> • Key personnel assigned to this project 	5		8	40
3) Grasp of the project requirements <ul style="list-style-type: none"> • Studies • Design • Other 	4		10	40
4) Method to be used to fulfill the required services, including design phase.	4		8	32
5) Management approach for technical requirements. Examples: <ul style="list-style-type: none"> • Cost Controls • Design & construction phase involvement 	3		7	21
6) Use of consultants that may work on the project <ul style="list-style-type: none"> • Discuss In-house resources • Outside resources 	3		5	15
7) Time schedule planned for this project <ul style="list-style-type: none"> • Availability 	5		5	25
8) Firms experience and methods used for: <ul style="list-style-type: none"> • Budgeting and financial controls • Determining fee and compensation 	4		10	40
GRAND TOTAL				237

Instructions for the Interviewers

During the interview, rate each firm on a scale of 1-5, with 5 being highest, in each of the eight categories. Enter the number under "Rating". At the completion of the interview, multiply the rating by the predetermined weight for each category, and enter the total. Add all totals to establish the Grand Total. The person in charge will combine all of the totals for those participating in the interview session. The preassigned weights are established with a maximum of 10 points for each category. A maximum of 400 points may be awarded, assuming all categories were weighted at 10, and the firm received the maximum 5 rating on each category.

INTERVIEWER: Mr. Hazelton

Firm: A

Qualifications-Based Selection

GROUP TECHNICAL PROPOSAL EVALUATION FORM

(For use by the person in charge of the interviews to compile all scores of professional design firms participating in the interview process.)

Note:

Enter the grand total for each firm, as recorded by each interviewer on the Interview Score Sheet. After all entries are made and totaled, divide the combined group total for each firm by 400 for the maximum possible score.

Combined Group Totals

Interviewer 1	237	314	390		
Interviewer 2	340	275	370		
Interviewer 3	310	290	370		
Interviewer 4	257	330	302		
Interviewer 5	290	300	340		

GRAND TOTALS	1434	1509	1772		

Divide group totals by 400 for a composite score to determine the most qualified firm.

Blackhawk School District – Elementary School Addition

- Firm C = 4.38
- Firm B = 3.77
- Firm A = 3.58